



Creative Support for People
with Developmental Disabilities

ANNUAL PLAN FY 2019-2020

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MISSION STATEMENT

The mission of Envision, Creative Support for People with Developmental Disabilities is to enhance the quality of life for people with intellectual and developmental disabilities in Weld County.

Developed February 2004
Revised August 6, 2015

OPERATING OBJECTIVES

Envision will:

Collaborate with individuals, families, friends and community partners to coordinate quality, individualized person centered services in a manner that provides choices and effective use of resources.

Provide advocacy and support to assist people with intellectual and developmental disabilities to live the lives they choose.

Encourage the provision of person-centered, self-directed services that promote inclusion, dignity, pride, self-worth and independence that create a sense of belonging and responsibility in the community.

Developed February 2004
Revised August 6, 2015

VISION STATEMENT

Empowering people to live, love, work and play their way.

Developed May 7, 2009
Revised August 6, 2015
Revised July 13, 2017

ACCOMPLISHMENTS FOR FISCAL YEAR 2018-2019

CASE MANAGEMENT AND ADMINISTRATION

1. Thus far in fiscal year 2018 through 2019, the following number of individuals have been enrolled in HCBS services:
 - CES: 11 new enrollments
 - DD: 8 new enrollments
 - SLS: 14 new enrollments
2. Continued efforts in transitioning to a Person Centered Organization
 - Trained new employees and host home providers with a two-day Person Centered Thinking training;
 - People supported have access to case managers' one page person centered descriptions and can use these as a way of selecting their case manager;
 - Conduct monthly Lunch & Learn sessions for the first half of the year to provide opportunities for employees to learn and practice PCT skills and tools;
 - Maintained two certified PCT trainers;
 - Revised employee performance evaluation tools and job descriptions to incorporate PC language and categories to evaluate employee's use of PC skills and tools;
 - Implemented person centered practices into the RFP process by using One-Page Descriptions;
 - Continued a pilot project to introduce a new person centered Service Plan that has received positive responses from the people we support and their teams. It will be expanded to all areas within the next couple months; and
 - Creation of the "PCO Pipeline" a document used to provide updates to stakeholders.
3. Successfully participated in the CCB Performance Audit by the Office of State Auditors and made changes required as a result of the recommendations.
4. Completed and implemented a Fund Development and Communications Strategic Plan.
5. Purchased and implemented new platforms to assist with donor research/tracking
6. Reviewed, revised or created multiple procedures related to the following services/programs:
 - Family Support Services Program
 - Eligibility Determination
 - Intake
 - Monitoring Services
 - Utilization
 - Critical Incident Reporting
 - Mistreatment, Abuse, Neglect and Exploitation
 - Incident Reporting
 - Program Services Procedures to meet the requirements of the HCBS Final Settings Rule
7. Children's Case Management has moved towards remote working, which has increased productivity and has helped address our problem with needing more staff but not having enough office space.
8. Restructured the new-hire and on-boarding process to be more engaging and interacting.
9. One new Board member and three new Family Support Council members in the last year.
10. Hosted two provider/community resource fairs and a public forum during the fall resource fair.
11. Established viable working relationships with Regional Accountable Entity (REA) care manager entities through increased communication and collaborative practices.
12. Collaborated with four other agencies to host a Voter's Education Effort that included a presentation from the Weld County Clerk and Records office on how to vote/Rights, a day dedicated to helping people register to vote and ended with a candidates forum that included over 30 candidates from various positions across the state.

13. Participation in all four groups of United Way's new model of allocating funds called "Collective Impact" throughout the year, which equates to about four meetings/month.
14. Successfully conducted Envision's 5th Annual 5K In My Shoes
15. Successfully conducted Envision's H'Art of Envision Art Show.
16. Created a new partnership with a local bank to display/sell artwork created by people supported.
17. Hosted our First Annual Rose Reception: an event to thank and recognize our partners, donors and sponsors.
18. Building improvements including removing carpet and laying lamination in the hallways, and securing the building with key fobs that activate some doors and only allowing visitors access through the main door.

NEEDS DETERMINATION OF ELIGIBLE PERSONS IN WELD COUNTY

AND PLAN TO ADDRESS THE IDENTIFIED NEEDS

1. Increase in State-determined rates for people currently enrolled in and receiving services: Envision is dependent upon the State Legislature, the Department of Health Care Policy and Financing/Office of Community Living/Division for Intellectual and Developmental Disabilities (HCPF/OCL/DIDD), and the Department of Human Services/Office of Early Childhood/Early Intervention Colorado (DHS/OEC/EICO) for adequate and equitable funding to provide services to people who have been determined to have intellectual and developmental disabilities/delays who are eligible for and are receiving services in Weld County. It is unrealistic to believe that in the foreseeable future Envision will have the ability to attain a long-term, ongoing source of local revenue that would be sufficient or adequate to positively impact our ability to provide long-term, ongoing services to more people in Weld County than are allowed through our current contracts with the State of Colorado. We have no local short or long term solution on our horizon to address the need for increased funding.

2. Different Models of Service/Providers of Services: We know that Colorado is in the process of Medicaid Waiver Redesign for the IDD system and from the information released to date by HCPF; we believe that the redesign has potential to positively impact people receiving services. There is also potential that people identified with very high needs may find they are unable to access funds great enough to meet those needs because there will not be an unlimited amount of funds available. While we continue to wait patiently for the redesigned waiver to become reality, we continue to experience difficulties with the waivers currently in existence in meeting people's needs. Not everyone requires the ongoing support of the SLS or DD waiver programs. Some individuals may need only occasional assistance to connect with services within the community, in a time of crisis or to help with more challenging tasks such as housing or benefits application, but do not need routine ongoing assistance. The availability of funding to meet these types of sporadic needs would provide the occasional and time-limited assistance needed by some people, thereby freeing up waiver services for other people with greater and ongoing needs. For individuals requiring less support than customarily provided in the SLS or DD waiver programs, Envision currently has an Intake case manager who assists individuals as needed during intake, connecting them to other existing community services, referring them to the Family Support Program, if qualified, and providing guidance and assistance when a crisis occurs. For those adults who do not qualify for Medicaid waiver services, we provide access to State Funded SLS. Envision continues to seek new providers, encouraging new and existing providers to expand their ability to provide services or consider providing different types of services. We will continue working with community groups to further develop "natural" support systems for individuals. Envision has an ongoing partnership with the local mental health center, North Range Behavioral Health (NRBH), to have a full time NRBH therapist with IDD experience located at Envision and available to provide therapy to individuals with IDD and to provide consultation with staff. We believe this arrangement is helping to build relationships and understandings that lead to better services overall for individuals with co-occurring IDD and mental illness (MI). An ongoing unmet need in Weld County is for resources or service models to address the needs of individuals with criminal behaviors, to help contain and

provide re-training to change criminal behavior. Although this is not a large population, when there is a referral for services for an individual with criminal issues, it is a struggle to locate appropriate services. Currently there are no program approved service agencies (PASAs) in Weld County that are providing this model of service. It is difficult to build understanding with the greater community regarding the limitations of IDD services and the need for cooperative services with probation, mental health/substance abuse, and human (social) services, as well as with the judicial system. In general we experience difficulty in finding providers who are willing and able to provide discreetly and specifically requested individualized services for people, and who have the knowledge and talent to truly connect people to their community to establish natural supports so paid assistance can be diminished. To try to address these concerns, this year we developed a plan with HCPF, CDHS – Office of Behavioral Health and the Weld County Courts that enables the people receiving services to attain community based restoration through behavioral services. This enables non-convicted people with IDD a financially feasible way to complete court ordered restoration with a qualified professional who has experience working with people who have IDD. Residential, out of home placements, are predominately provided through the host home model which often is not the most optimal or viable solution for individuals. We often hear providers say they attribute their lack of ability to meet individual needs/requests or to provide other models of service to inadequate reimbursement rates, an issue we have minimal ability to impact.

3. More local providers for Early Intervention (EI): A significant increase in referrals to the EI program in Weld County has resulted in more children being found eligible. Because of this growth, a greater number of providers of EI services are needed to provide families with choices of who provides their services. Along with that, Envision is working to ensure there are providers willing and able to bill multiple funding sources, specifically Medicaid and private insurances. We take advantage of every opportunity available to us to do frequent outreach in the community to communicate the need for more providers to serve families in Weld County. We discuss these needs at local events and community gatherings attended in our county and plan to continue those efforts. The EI Case Management provider liaison conducts orientation sessions at Envision six times per year for providers who contract with our EI program. The sessions are specific to both Envision’s EI program and to the state and federal rules and regulations. At this time there is no formal “training” or orientation provided by EI Colorado to ensure EI providers are well informed in the delivery of services, including understanding EI philosophy versus clinical services, the funding hierarchy, the billing system, or the data system. Envision’s EI department staff provides support and information in this area. During the orientation, EI providers are given a thorough overview of the EI model and service delivery expectations and are informed of Envision’s procedures and requirements. Prior to orientation, the EI coordinators spend a great deal of time coordinating with providers, scheduling time and space for meetings and ensuring appropriate provider documents are submitted to Envision and uploaded into the data system. They prepare packets for the providers to use during the orientation that include the presentation power point, relevant state requirements and regulations, EI forms and Envision contract requirements. They also include a survey for each participant so they can offer feedback on the orientation and offer comments and suggestions for improvement in the future. Attendance at the sessions ranges from 5 to 20 providers and we often have providers attend from other locations in the State outside of our specifically assigned area of Weld County.

4. Employment for People Supported: Employment for people with intellectual and developmental disabilities (IDD) continues to be a focus of attention in Weld County. We continue to struggle to find

viable opportunities for individual community employment for people with IDD. Many of the jobs that are available in our community require specific skills and certifications to perform. Further, with minimum wage increasing more businesses are looking more closely at efficiencies and reducing the number of employees they have rather than hiring. People supported who seek assistance to obtain a job and acquire the skills must be referred to the Division of Vocational Rehabilitation (DVR) for assistance. Fortunately, Envision has a very good working relationship with DVR in Weld County and the DVR staff assigned to work with us are very responsive and knowledgeable. DVR no longer has a waiting list for people to receive their assistance with employment and we are hopeful that will positively impact people with IDD. Some additional providers have begun to add employment to their list of services available and we do find that overall, employment for people with IDD has increased in Weld County. The State Employment Leadership Network (SELN) trainings that are offered through HCPF have been a good resource for employment providers. Additionally Envision has memberships with several local Chamber of Commerce organizations and staff participate in events that promote employment for people supported and to network with the business community.

5. Services for Transition-Age Adults: The increase in SLS resources has been very helpful in offering and providing services to many of the transition-age adults. Case Managers continue to serve on local school transition teams encouraging the development of employment while the student is completing school. We have been offering informational meetings at a variety of host sites (primarily schools) throughout Weld County. The information we have been providing includes eligibility requirements, the determination process, HCBS waivers and community resources. During March, we also participated in a panel discussion on Transitioning Kids that was hosted by the University of Northern Colorado. Case managers will continue to assist families and individuals to connect to other resources they may qualify for in the community that may be more beneficial for them than IDD waivers, including referring them to HCBS-EBD waiver services, Home Care Allowance, Home Health Services, EPSDT and other options. A gap or lack of information for people transitioning into adulthood and their families exists in knowing how to navigate benefits (social security, Medicaid, etc.) and frequently causes delays in enrollment processes. Case managers often spend many hours of non-billable time helping with these processes. The Social Security Administration office in Weld County operates on limited hours and no longer has the time available to provide detailed assistance to individuals who may require assistance. Additionally, the local Department of Human Services has changed some of their processes which have led to inconsistencies with their turn-around time certifying Medicaid eligibility. More recently, we began partnering with the ARC of Weld County and the UNC GOAL program to implement Project SEARCH for students in Weld County.

6. Community Resources: Public transportation within the Greeley-Evans area does exist through Greeley-Evans Transit (GET). While still not ideal for later night hours and weekends, the change in the hours and locations of services has been a positive improvement. The cities of Greeley and Evans have continued to grow in every direction and while GET has grown also, they have not expanded adequately to meet all of that growth. Public transportation in Weld County outside of the Greeley-Evans area is virtually non-existent. Envision participates in local and regional transportation groups that meet regularly to discuss county-wide transportation needs but, while there has been a lot of talk, little progress has been made. Key Envision staff will continue to participate on local and regional transportation groups and will encourage people supported, their family members, and staff from other Weld County provider agencies to participate. Housing is extremely difficult to find in Weld County, especially rental properties. When wheelchair

accessibility is also required it is nearly impossible. When housing is available, the rent is very high and usually unaffordable for people or is at an amount that would disqualify them from their housing resource. Envision continues to partner with local real estate agents and landlords to identify appropriate and affordable housing for people. Medical Medicaid providers willing to take new patients are scarce in our community. This is true of primary care physicians, dental and vision providers. We work closely with the local Regional Care Collaborative Organization as well as the North Colorado Health Alliance to attempt to address this issue.

7. Guardianship/Representative: Older adults with IDD often no longer have family members in their lives and as their health fails through aging or capacity diminishes, their need for a guardian increases. Some individuals have been declared incompetent through legal process and have had a guardian appointed but when the guardian passed away or experienced diminished capacity themselves, there has been no one to take their place. Public volunteer guardians do not exist in Weld County and the County itself does not provide guardianships except in extremely rare, typically abusive situations. We have occasionally been successful in having people who previously worked with the individual in some capacity step up to take guardianships but that is rare. When there is need for medical decisions to be made, teams often have had to scramble to find someone to be willing to be appointed as a Medical Proxy decision maker. To date, we have not experienced concerns with the relatively new legislation that allows medical doctors to make treatment decisions for people with diminished capacity. Individuals enrolled in SLS who have no family involvement experience the same concerns but have an added concern with lack of resources or options for individuals or agencies to serve as their Representative Payee, to assure that their Supplemental Security Income is spent as intended and needed to support them to meet housing, food, clothing and other needs as well as for recreation.

LOCAL ISSUES IMPACTING OR EXPECTING TO IMPACT WELD COUNTY

Person Centered Thinking/Person Centered Organization Envision began its fifth year as a Person Centered Organization (PCO) and are now fully self-directed. We experience ongoing barriers in regularly

and routinely connecting with staff to support our cultural change and their efforts to naturally incorporate person centered practices into the completion of their everyday tasks and job responsibilities. We are focusing our momentum on instilling person centered practices into all phases of our operation as we deliver services and conduct our everyday business, and to model person centered practices in all of our internal and external interactions with other IDD providers and with community partners. We changed the name of the course and have refined the curriculum for people supported and have expanded the group to families and people supported outside of our direct services. We have had 16 graduates of the program in the last year. Our three certified PCT trainers certified nine more employees as PCO Coaches. The PCO Leaders Committee was happy to accept membership from a person supported who graduated from Planning with Me.

Workforce Envision struggles with employee turnover as do many non-profit organizations. A variety of reasons contribute to that, including pay rates, a diminished benefits package, and high demand job responsibilities. We have stringent training requirements for our employees, high performance expectations and a high volume of work. We often find that our well-trained employees are attractive to other organizations who offer better pay and benefits and perhaps a lower volume of work and performance expectations. We believe another contributing factor is the constant change in how employees are expected to perform their job duties due to frequent changes in rules, regulations and requirements that must be met to remain in compliance with our contractual obligations with the State of Colorado. In order to meet those obligations we are dependent upon employees to assume additional responsibilities because there is seldom additional funding provided to enable us to employ additional people to take on those responsibilities. We often find it necessary to piece together assignments in order to complete them and sometimes the assignment has no direct correlation to the employee's actual job. It gets assigned to them because they happen to have the talent needed to accomplish it quickly or they "raised their hand" indicating they were willing to help. Frequent staff turnover is a drain on resources as recruiting, hiring and training is costly and it is a non-motivator to remaining employees, having a significant impact on overall morale of our workforce. We restructured some roles in case management to have one CM responsible for all FSSP families, regardless of age, and able to have one CM responsible for Intake and have a caseload of people on State SLS. Finally, the increase in minimum wage and our inability to increase wages for DSPs to above minimum wage has a negative impact on morale. We did bump up DSPs in January with the minimum wage increase but did not for any other positions; which is already causing a problem with "compression" of wages.

Capacity of Service Provision for Adults – Lack of Response from PASAs Although the number changes sometimes without notification, Envision currently has 86 identified Program Approved Service Agencies authorized to provide a variety of services to adults and children in Weld County through the CES, SLS and DD waivers and state SLS services. At the direction and choice of people receiving services, Envision case management assists them in seeking qualified providers to deliver the services they have selected to receive through RFP processes. Those processes can be complicated given the number of qualified providers authorized in Weld County. However, what we are often faced with is a lack of response to the individuals' requests or responses to the requests that do not correspond to the actual services requested. The responses do not provide adequate information specific to the individual but instead are generic in nature, not taking into consideration person centered principles to address the needs and desires of the individual. This does not provide options to individuals nor does it provide the information necessary

for informed choice making. People are expected to fit into what agencies currently have available, instead of receiving individualized services that meet their unique needs and wishes. We frequently hear from PASAs that reimbursement rates for people are not adequate to provide the services they request and, secondarily they say they are unable to provide services in Weld County until they have sufficient numbers of people to make it cost effective for them to do so. Another concern is again related to minimum wage increases. This has made it even more difficult for PASAs to find competitive, integrated work for people supported as many companies simply cannot afford to hire people with those increased expenses.

Children’s Extensive Supports (CES) Waiver and Supported Living Services Waiver (SLS) Growth and Enrollment With the growth of the CES and SLS programs due to wait list elimination, workloads have increased requiring an increase in the number of case managers needed. Responding to referrals, completing intake and enrollment and on boarding services for a new enrollee is very time consuming. It is a complicated and overwhelming process that can easily get delayed or diverted for people and families unless case managers consistently support them to navigate the many tasks. Often receiving documents from or getting tasks completed by entities other than case management are less than timely and require constant checking and reminders, all of which contributes to the significant amount of time required for enrollments. We did complete some restructuring specifically around FSSP and Intake Case Management to help address the growing number of referrals and enrollments that are occurring.

Children’s Habilitative Residential Program (CHRP) Waiver Program: Transitioning from Weld County Department of Human Services to Envision effective 7/1/2019. There are currently no children being served in Weld County in this program, and therefore there are no service agencies approved to provide CHRP services in Weld County. We anticipate this to change once children are allowed to remain in their family home and still be eligible for this program. It’s difficult to determine what this growth may look like.

Early Intervention (EI) Growth and Requirements The EI program continues to grow at a steady pace. Referral sources have increased as more outreach is made within our community. In some cases, referral sources tend to over refer and we often find case managers bogged down completing required referral tasks for numerous inappropriate referrals. With growth comes demand for additional services and service providers. Finding providers willing and able to bill Medicaid and private insurances is a barrier to effective use of the EI funding hierarchy. We will also need to consider the effect the GO4IT process will have on providers. Finding a Most Likely Provider to attend a Family Assessment/IFSP meetings is going to be difficult since most current providers do not have the 2 to 3 hour time slots available to attend these meetings. We reached out to home healthcare agencies hoping we would gain more providers but that has not been reality. EI Colorado has begun developing trainings that include telehealth as a method of service delivery which may allow families the opportunity to receive service at a time more convenient for them. Telehealth would also allow providers to support more families throughout the day by eliminating drive/transportation time.

Technology: The only constant with technology is change. Currently Envision’s technology needs far outweigh our financial ability to obtain them. However, we have recently had the ability to purchase tablets and smart phones to assist case managers’ working in the field at individual and family homes or other locations as needed. Although we made the leap to purchase this technology, we have great concern

regarding our ability to financially maintain and upgrade the technology as needed. We look forward to greater efficiency through the use of technology. We continue to maintain an enormous volume of paper documents which could be created and stored electronically if funds were available, thereby impacting both efficiencies and environmental considerations.

Facility or Other Work Locations: We have experienced significant growth in Children’s Services, both Early Intervention and Children’s Extensive Supports services and in adult Supported Living Services. Envision has added additional staff in case management to accommodate that growth and, with those additions, our building space is at maximum capacity. A portion of our workspace configuration does not allow for the level of privacy we would like to have to assure confidentiality and the ability for everyone to work efficiently. Leasing additional space is not a financial option for Envision at this point in time.

Affordable Accessible Housing: Housing in our Weld County community is at a premium. It is difficult to find affordable housing for people supported whether for families or for individuals. Coupled with that, finding accessible housing is virtually impossible. Many of the people supported benefit from the Section 8 voucher program but many are waiting for vouchers. The waiting list for Section 8 vouchers is currently frozen and the waiting list for income based properties/rentals is 2 to 3 years. Some rental agencies/companies will not accept section 8 housing vouchers, further limiting housing choices for people with limited incomes. This year we chose to no longer administer the Section 8 voucher program. We worked with the State and another local entity to move the vouchers we had been administering to another organization. Everybody whom we were the HUD Administrator for was able to keep their Section 8 voucher. It had become too difficult to hire and maintain an employee to coordinate those services, which is what led to the decision to ask another organization to manage them. Housing prices have increased statewide and the federal funds allocated to the state are not sufficient to maintain or grow the housing program.

Conflict Free Case Management (CFCM): HB17-1343 passed by state legislators during the 2017 session that will give clear direction to the Department of Health Care Policy and Financing (HCPF) on implementation of conflict free case management in Colorado as it relates to the federal final settings rule. At this stage there are still many unanswered questions regarding definitions, roles, possible rural/geographic area exemptions, and timelines. HCPF provided us with instructions and a workbook to complete our Business Continuity Plan (BCP) which is due 7/1/18. We have also been provided draft documents of what the requirements for a case manager and case management agency will be. One thing that is concerning is that if we want to continue to be a case management agency we must be willing and able to provide case management for all the waiver programs, which I think would be extremely difficult. We have also not been given information on what reimbursement for case management will look like; the other waivers do not bill TCM. It would be nice to have complete information before a decision for BCP is due. It is clearly evident that the overall structure of the community system for IDD services will see enormous changes over the coming years. Our staff and Board of Directors attempt to stay optimistic and to look at this requirement as an opportunity to expand and collaborate.

OBTAINING INPUT FOR PLANNING AND PLAN DEVELOPMENT

- During Envision’s monthly Board of Director’s meeting, guests are able to provide feedback or input during public comments section.

- Envision’s Person Centered Organization Leaders and Coaches groups developed several subcommittees including a community outreach group that is currently targeting local schools to solicit input and develop the transition process for youth and young adults.
- Envision’s Board of Directors has a Fund Development and Communication Subcommittee developed a Speakers Bureau and contacted over 60 community and service organizations in Weld County to educate about services offered, person centeredness, and the IDD community, as well as to seek feedback and comments from the community.
- Adult Case Management conducted an annual survey in 2017. Feedback was solicited and is being analyzed for process improvement and quality assurance.
- Envision is participating in a Resource Fair with the City of Greeley in August, 2019 and will distribute information and provide an opportunity to receive feedback from community members
- Envision will be hosting our second donor recognition event scheduled in August, 2019. At this time, we will solicit feedback with a donor experience survey.
- Offer outlets on all of our social media pages, news feed and website.
- Participation in multiple community events during the year
 - IDD Awareness Day at the Capitol with Alliance Colorado
 - 8th Grade Career Festival
 - Johnstown Children’s Festival
 - Northern Colorado Children’s Festival
 - Evans Heritage Day
 - Greeley Stampede
 - Greeley Arts Picnic
 - Weld Project Connect
 - UNC CommUNITY Fest
 - Superhero Run
 - Annual 5K
 - Annual H’Art of Envision Art Show

Additional Source of Local Input

Local input from the community is obtained on an ongoing basis through active attendance and participation in community activities, community/state/national professional organizations, inter-agency meetings, intra-agency meetings, community forums, community organizations, community public events, State legislative activities and through formal and informal discussions with key local and state individuals. Below is a list of entities and sources that provide input:

- People supported and family members/guardians
- Private Therapists
- Host Home Providers
- Envision Staff
- North Range Behavioral Health
- Weld County Adult Protection
- Weld County Department of Human Services
- Private Community Providers
- Greeley/Evans School District 6
- School District RE1J, St. Vrain Valley
- School Districts RE-3J and RE-8
- Windsor School District RE-4
- Arc of Weld County
- People First of Weld County

- Centennial BOCES
- Weld County Government (County Commissioners)
- City and Town Councils/Boards of Weld County Communities
- Division for Vocational Rehabilitation
- Colorado Department of Human Services
- Colorado Department of Health Care Policy and Financing
- The Joint Budget Committee
- Local and State Legislators
- Community professionals
- Community businesses and employers
- Greeley Chamber of Commerce
- Carbon Valley Chamber of Commerce
- Johnstown-Milliken Chamber of Commerce
- Evans Chamber of Commerce
- United Way of Weld County
- Weld County Community Transition Team
- Weld County Mobility Council
- Alliance and Alliance Committees and Workgroups
- Weld Food Bank
- Weld County At-Risk Adult Law Enforcement Task Force
- Promises for Children-Weld County Early Childhood Council and Community Awareness Committee (LICC)
- Weld County Adult Protection Networking Committee
- St Vrain Valley Early Childhood Committee
- RCCO Region 2
- ADRC
- Area Agency on Aging/Single Entry Point
- Connections for Independent Living

BOARD OF DIRECTORS

Annual Goals and Objectives 2019-2020

Goal 1:

Support fundraising, community outreach and engagement efforts to facilitate the functions and needs of Envision.

We will do this by:

- Partnering with Envision leadership to develop a strategic plan specific to fundraising for Envision’s programs and staff
- Supporting and participating in planned activities/events
- Attending community events
- Leveraging personal and professional networks to solicit participation and donations

Goal 2:

Provide fiscal oversight of the agency budget and financial statements.

We will do this by:

- Reviewing annual budget and monthly financial statements, timely
- Oversight and evaluation of services/programs to determine fiscal viability of each service area, while also understanding that rates/reimbursement may change next year
- Engagement and action when payments from State entities are delayed
- Actively participating in monthly board meetings in which finances are discussed

Goal 3:

Support Envision in planning for impending regulatory changes expected in the intellectual and developmental disabilities system over the next three to five years and in developing primary leadership roles within the organization to meet those changes.

We will do this by:

- With Envision leadership relaying information to the Board of Directors (BOD) from statewide issues and communication, the BOD will consider the information provided and discuss options at monthly Executive Finance Committee and Board of Directors’ meetings
- Working with the Executive Director in determining and designing the future role of the organization including leadership roles
- Actively developing a strategic plan with Envision leadership to include all aspects of Envision’s programs, addressing needs of the people supported by Envision, as well as efficiencies of programs and processes

EXECUTIVE DIRECTOR GOALS AND OBJECTIVES

Goal 1: Assist the Board of Directors in planning for future direction of the organization regarding outcomes of Conflict Free Case Management (CFCM).

Objectives:

1. Actively participate in opportunities to influence impending changes in the statewide IDD system that will impact Envision
2. Actively participate in the development of Envision’s Business Continuity Plan regarding CFCM
 - Develop and implement a communication plan with all entities effected by CFCM including but not limited to people supported, families/guardians, PASAs and the community

- Review/edit current and develop new procedures required for the Business Continuity Plan
- 3. Identify and engage with entities with whom Envision could collaborate to assure continuity of care for people receiving services

Goal 2: Advance person-centered skills, tools and practices throughout the organization.

Objectives:

1. Regularly and routinely communicate PCO updates to all Envision employees, Board members and Host Home Providers
2. Implement an incentive program to encourage people to share success stories and vision victories

Finance and Administration Department Goals

Finance Department Goal - Update and/or create financial written processes and forms to ensure that all critical processes can be easily understood and reasonably performed if there is some unforeseen gap in front-line performance (Create a backup Plan). These processes and forms should be documented with the highest level of confidentiality and discretion, where appropriate.

- Update and document billing processes and procedures
- Review, update, and document the following Finance Department Processes and forms
 - Mileage Reimbursement
 - Travel Reimbursement
 - Purchase Orders
 - General Accounts Payable
 - Time sheets
 - Payroll
 - Paid Time Off requests and tracking
- Update, document, and implement the annual budget process
 - Develop a budget Calendar
 - Develop processes and expectations for Department Directors
 - Document appropriate instructions
- Create a backup plan for maintenance of General Ledger processes

HR/Training Goals

Goal 1: Increase retention through creating a culture of learning and coaching within all departments at Envision.

Objectives:

1. Metrics – track new hires, terminations, employee turnover rate per quarter to communicate to departmental leadership
2. Training – provide supervisor/manager training, leadership training and technical skills training (MS Office tools, Outlook, Excel, Word, OneNote) to elevate the skill level of employees and to foster a learning culture

3. Evaluating – review and evaluate OTJ checklists for each department, implement 30 and 90 day check-in’s by manager and HR collaboratively to gain feedback from employees

Fund Development and Communications

GOAL 1: Optimize fund development and communications through the implementation of equipment and technology

OBJECTIVES:

- Increase donor base by 25% through more specific giving options (“menu”), identifying new partnership opportunities & asking for more in-kind gifts outside of event support (my addition)
- Migrate donor history/data to Salesforce
- New, more user-friendly website platform: WordPress (my addition/recommendation)

GOAL 2: Increase overall agency engagement from employees, volunteers, and the community

OBJECTIVES:

- Review volunteer/intern program and utilize as a pipeline to prospects whenever appropriate by creating a volunteer/Intern “menu” of options w/ clear PCT-based job descriptions (my addition)
- Solicit engagement from other community organizations, government entities, and the public by building a stronger social media/web presence supported by story/video collection (my addition)

GOAL 3: Assure quality and streamlined information is gathered and distributed that supports strategic conversation, decision-making and consistent communications internally and externally

OBJECTIVES:

- Develop a catalogue of materials that can be accessed on Envision’s shared network by all employees and a repository of printed materials that can be tracked for purchasing purposes
- Update the in-kind donor documentation process
- Update agency brochure as well as Art Program brochure (my addition)

CM Quality Assurance Director Goals

Goal 1: Develop and streamline processes to improve Quality Assurance within all of Case Management, including integrating QA duties within the new Quality Assurance Manager position, along with existing critical incident investigation duties.

Goal 2: Develop and streamline case management processes to improve the responsiveness and quality of Intake and Family Support Case Management, assuring that all duties are completed within required timeframes.

Case Management Department Goals

Goal 1: Improve the quality of all Case Management delivery

Objectives:

- Effectively cross train all case managers to manage CES, CHRP, SLS, DD, SLS State programs/waivers, and complete all tasks according to HCPF Rule
- Streamline processes for efficiency from referral to enrollment for all programs/waivers
- Identify what's working and what's not working in the previous departments (Children's/Adult) and align processes as much as possible as the newly formed Case Management Department for consistency, accuracy, and completion of all case management activities
- Increase overall TCM billable reporting

Early Intervention Department

Goal 1: Improve the quality of ongoing Case Management for all Children's programs

Objectives:

- a) Cross train employees in order to assist with tasks during position vacancies
- b) Increase employee productivity and quality (QIO/QIS)

Goal 2: Create department employee recognition

Objectives:

- a) All manager level employees will assist in creating a culture of mutual respect, reward, and recognition for employees at all levels.
- b) All manager level employees will learn ways to motivate and inspire others to cultivate a successful recognition program.

Program Services Goals and Objectives

Goal 1: To fully-implement person-centered practices within the Program Services Department, with an emphasis on person-centered outcomes.

- Focus our efforts of service delivery to include the person-centered tool of matching.
- Continue to develop and update one-page descriptions for the people we support and for the various programs we offer.
- Use the person-centered tools of what's working/what's not working, and the 4 + 1 questions, as our methods for problem resolution.
- Utilize the donut sort as our main method of providing coaching and supervision to help employees and the people we support improve in the understanding of their roles and responsibilities.
- Improve in our efforts of being person-centered with staff and providers.

Goal 2: To work towards achieving compliance with CFCM and the HCBS Final Settings rule.

- Conduct "Blue sky" sessions for each service area to identify areas we are not currently in compliance.

- Develop action plans with timelines to adjust services to be in compliance.
- Attend webinars and other development opportunities to learn about how to come into compliance with both CFCM and the final settings rule.
- Conduct ongoing “blue sky” sessions to continually assess our compliance in each service area and develop creative solutions.
- Evaluate program efficiency and make level 1 changes as needed and suggest level 2 changes when necessary.

AVAILABILITY OF PLAN

The Annual Plan for Envision, Creative Support for People with Developmental Disabilities, is available on the Envision website and at the reception area of the administrative office during business hours. The availability of the Plan will be made known through the agency website, agency newsletter, interagency meetings, service provider meetings, agency departmental meetings, agency Board meetings and during general discussions with system stakeholders.